

# Council Executive Report

Charles P. Potucek, City Manager

July 2016

## Highlights




- ➔ Police Department's "Service With Honor" program preparing officers and staff for exemplary service to the community.
- ➔ Arizona Dept. of Forestry is finalizing plans to conduct fuels reduction treatment on all state land located within the city limits in September/October.
- ➔ Following court action, Code Enforcement facilitating clean-up of several egregious properties in West End.
- ➔ Monsoon-related repairs and maintenance dominating time of Streets employees.
- ➔ Peacock reopens in West End after significant assistance by Economic Development staff.
- ➔ Sierra Vista Adventure Guide recognized at Governor's Conference on Tourism.

## Departments

	Page
Police	3
Fire and Medical	6
Community Development	8
Leisure & Library	12
Public Works	14
Economic Development	17
Marketing & Public Affairs	20
Administration	22

## City Manager's Message

I appreciate the City Council's detailed attention to the work required to get the budget completed and passed for FY16/17. I also want to thank the directors, managers, supervisors and analyst staff who worked so hard behind the scenes, especially David Felix and Linda Jones. In addition to the work behind the budget, I offer the following additional highlights from July:

-  Earlier in July, my staff provided you with the one year progress report on the City Council strategic plan. Progress is being made on all of the objectives, with some already completed. I am working with staff to identify a schedule for the Council's next planning process in March to ensure the elected body has appropriate input. Once finalized, we will include the schedule and procedure in the Council's handbook.
-  I was asked to speak to the Environmental Affairs in July, and was pleased to provide them with an update and overview on the Gila River Adjudication. I also encouraged the commission to identify a few top priorities they would like the City Council to consider during its next strategic planning effort, and to submit them later this fall.
-  Sierra Vista was invited to submit an innovative program for one of the League conference sessions in August, and Battalion Chief Brian Jones will be presenting information regarding the Fire and Medical Service Department's C.A.R.E. program. He will be joining six other communities for a "Rapid Fire" program, where each presenter provides an overview in 10 minutes. ACMA has used this format for several years, and you may enjoy the session scheduled for Thursday of the conference at 10:00 a.m.

## Upcoming Council Meetings

(City Hall Council Chambers except where noted)

Aug. 9, 3:00 p.m. – Work Session

- Sierra Vista Unified School District Capital Bond
- Proposed Procurement Code Amendments

Aug. 11, 5:00 p.m. – Council Meeting

Aug. 23-26 - Annual Conference, Arizona League of Cities and Towns, Scottsdale. Quorum of Council.

~~Aug. 23 — Work Session Canceled~~

~~Aug. 25 — Council Meeting Canceled~~

## Other Meetings and Events

August 1-5: Museum closure for inventory

August 16, 5:00 PM – Planning and Zoning Commission Work Session

- City's home-based business regulations and proposed amendments to City Code of Ordinances

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Mary Jacobs is working with the staff at the Arizona League of Cities and Towns regarding possible legislation next session that would assist cities across the state in annexing county islands. The resolution is currently being recommended by the League and will be considered for final approval at the upcoming conference. If it is included in the League's final legislative agenda, the City will work with other communities in the same situation on identifying possible remedies that could be supported by the legislature.



Mary also finalized a settlement agreement with Lane Balmer and Cochise County after several months of discussions. Assuming the Bankruptcy Court accepts the terms, the significance of the final outcome to the Fry Townsite area cannot be understated, and I would like to recognize Mary's innovative work on this important project. Fifteen properties will ultimately change hands, with the City poised to acquire up to eleven of them. Final title issues are being reviewed and the County's outside legal counsel, who specializes in bankruptcy, will file the necessary motions and bring the project to closure.

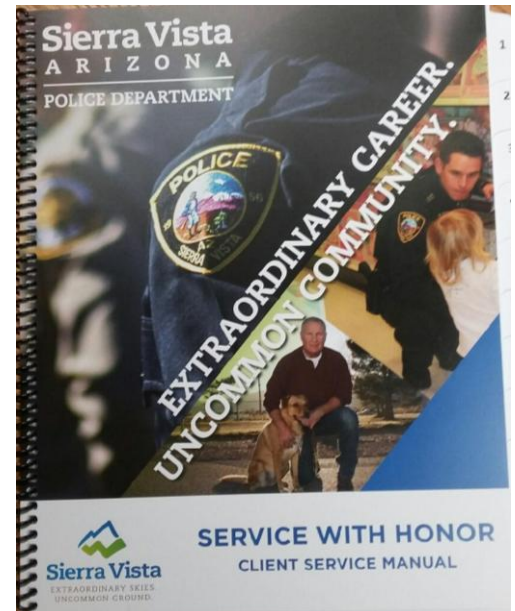
Since the Council does not have a second work session in August in which this report is typically discussed, please contact me if you have any questions or wish to discuss anything in more detail.

Chuck Potucek, City Manager

# Police Department

The national events over the last year, and the most recent tragic events in the last few months, have demonstrated the importance of the police-community relationship. Maintaining a positive relationship with the community has been a priority of the Sierra Vista Police Department (SVPD) for many years, dating back to the tenure of Chief C. Reed Vance. Serving the public was of the utmost importance to Chief Vance, and his legacy remains strong today. This attitude and way of doing business was formalized by Chief Art Montgomery in the 1990s with the department's Excellence in Service program, which later evolved into the SVPD Client Service program, and most recently was updated to the SVPD Service with Honor program.

The department's Service with Honor program is outlined in a new manual that was distributed to department members in June 2016 and is covered during in-service training. It is a culmination of a year's work in updating the client service manual to fit the changing environment in which the department operates. This monthly report will briefly outline the Service with Honor program in order to give you an understanding of how important serving the community is to members of SVPD.



## SVPD Service with Honor

What does the department mean by "Service with Honor"? As outlined in the introduction of the manual, Service with Honor goes beyond mere client service and a department program, and instead is considered a core value and culture. In the manual the terms "customer" and "client" have been removed, as they do not do justice to those the department serves. Simply put, the department serves *people* and they deserve to be treated like human beings, not a number or a tag-line. Likewise, the term "employee" has been replaced with "member" to reflect the belief that the department is a family and should be treated as such.

Service with Honor means,

"To aid or be helpful to all people with honesty, fairness, and integrity."

It is SERVICE WITH HONOR because it is about SELFLESS service to EVERYONE. It begins with a mindset and training: the mindset of a GUARDIAN and training in how to serve others. A guardian is "a defender, protector, or keeper; a person who guards, protects, or preserves." This definition implies everything a guardian does is in the service of others. This term is not exclusive to sworn officers. All members have jobs that ensure SVPD is successful. Without everyone working together, the department cannot serve the community. The department's tenets encompass this spirit of selfless service:

1. The individual will be respected.
2. Everyone will be given the best possible service.
3. Excellence and superior performance will be pursued.

The Service with Honor program is divided into nine sections, each with a purpose to instill a culture of honor and service by providing knowledge and tools to each member. The sections of the Service with Honor manual are: Leadership!; The SVPD Culture; The SVPD Fit!; The SVPD Look; Model Your Behavior; Building Relationships; Service Recovery; and, Maintaining Confidence, Trust, and Satisfaction. The following are brief explanations about each section.

## Leadership!

At SVPD, everyone is expected to be a leader. This does not mean that every person has formal rank or authority. It means that everyone has a place in making the department successful by making decisions and taking responsibility for their actions. By the very nature of working for SVPD, everyone is a leader in the community.



In addition to being a leader, everyone is also a follower. It is important to note that one cannot be a good leader without being a good follower. This section is designed as an introduction to different principles of leadership as they relate specifically to SVPD. Department expectations about leadership development at each position in the department are also covered. In addition, the manual contains an appendix of different leadership theories in an effort to expand everyone's abilities as leaders.

## The SVPD Culture

This section is designed to infuse members with the behaviors and beliefs that the department values. This is important for new members and part of the socialization process, but is also an important reminder to current members. This section covers the department's vision and mission statements, as well as the traditions that make the department what it is today. Past leaders built this department on the following principles: maintaining a friendly, semi-formal work environment; the importance of training and recognition; a commitment to education; a concern for the community; a commitment to quality service; and, keeping pride in the organization. The principles are covered along with department shared values and beliefs.

## The SVPD Fit!

As discussed in The SVPD Culture section, the department has rich heritage, traditions, quality standards, and values that are critical success factors. This foundation, as well as certain traits and behaviors, creates an organization considered to be one of the best and an important aspect of maintaining this culture is selecting the right people to be members of SVPD. This section discusses selecting the "right-fit" talent in hiring decisions as well as in the orientation and socialization process.

## The SVPD Look

Continuing with the theme of The SVPD Culture, the importance of professional appearance is emphasized. The department has an excellent reputation as a professional organization and this is exemplified by the appearance of department members. This section explains the importance of a professional appearance and renews commitments to existing standards. While the section does not replace the department's formal uniform manual, it places an emphasis on the importance of appearance standards to maintain a professional image.

## Model Your Behavior

This section refers to the influence department members can have on others by modeling their own behavior. A person modeling behavior is "one who serves as an example to be imitated or compared," or "being worthy of imitation." This entails members understanding and managing their own emotions and behavior so that they set the example for others to follow.

Everyone who has worked in a service organization, whether in public service or private industry,



knows that there are people who take an extra effort to please. In the realm of law enforcement, members face people like this on a regular basis. How a department member manages their own behavior will determine success with the individuals they encounter. An optimist sees people as challenges; a pessimist sees people as a bother. The Sierra Vista Police Department expects its members to work towards being optimists. In order to achieve this goal, department members must learn to model their behavior in order to give the best possible service. There are four steps covered in this section that provide a good foundation to setting that example and modeling behavior: self-awareness; managing emotions; motivating yourself; and, empathy. In addition, some steps are outlined in this section if department members find themselves in need of turning their own attitudes around.

## **Building Relationships**

Building good relationships is the foundation of good service. For the department, building positive relationships with people is the foundation for success. As a result, the Service with Honor program incorporates this section in order to provide a framework to build good relationships. The steps to building relationships include taking the initiative early to find out what someone needs, being positive, and making the person feel special. The steps are explained and emphasized in order to help members develop good relationships in the community.

## **Service Recovery**

The department is made up of human beings that will make mistakes. Sometimes these mistakes will result in poor service. In addition, department members may sometimes have to correct mistakes made by other departments. As a result, the Service with Honor program includes this section on recovering when a service mistake has been made. This section covers the fact that all department members are responsible for service recovery and gives guidelines for assisting disenchanted people. It also provides guidelines for methods to recover from different types and severities of mistakes, whether they are SVPD's fault or not. Finally, the section covers the three steps necessary in beginning the service recovery process: building satisfaction; determining what the person expects; and, finding out what will make the situation right.

## **Maintaining Confidence, Trust, and Satisfaction**

One of the major goals of any law enforcement agency is building and maintaining public confidence, trust, and satisfaction. This is especially true today. In the past, law enforcement agencies have taken for granted who they serve and how the services they provide could impact the future of the organization. It is only in the past several years that law enforcement organizations have discovered that to properly serve their communities, they must hone their service skills and maintain a loyal base, especially in the current national climate.

The first priority is to build a good relationship with the people the department serves, which is covered in a previous section of the manual. The next step is to maintain that relationship in a professional and competent manner. This good relationship leads to maintaining confidence, trust, and satisfaction of the organization. The five building blocks for maintaining confidence, trust, and satisfaction covered in the Service with Honor program are: 1) Reliability; 2) Assurance; 3) Tangibles; 4) Empathy; and, 5) Responsiveness.

## **Final Thoughts**

The difficult and challenging times that law enforcement officers face have made the importance of serving with honor that much more critical. Law enforcement is faced with a difficult task: providing quality service with dignity for all, while simultaneously being prepared to act in the worst possible scenario. This mental dichotomy is difficult for even the most well-intentioned people. The guardian mindset, instilled through the Service with Honor program, is the Sierra Vista Police Department's effort to guide them.



# Fire and Medical

## Communications/CARE/Public education

- 🏠 New response plans will be set in motion August 1st. Chief Jones has trained dispatch on the new changes and will be in the dispatch center on the 1st to ensure proper procedures are followed and to answer questions or address issues, should they arise. These response plans are the precursors to implementing our “quickest route” software that notes GPS location of apparatus to send whoever is closest to particular incidents. It also follows the IGA requirement of jurisdictional ambulance transports.
- 🏠 The CARE program is seeing patients nearly every day; we have had 20 visits since last month, which is approaching our goal of full daily activity for the team. As information about the program gets out to more physicians, we believe it will flourish. Our providers are also embracing the concept more as they become comfortable with the concept. We are currently considering training more of our paramedics to the level required for this program (more tertiary care skills), as the increasing volume may tax the few members who are involved. Finally, the current case manager at Canyon Vista Medical Center is leaving case management, so we will get with the new person immediately to continue our progress with the program.



## Training

- 🏠 Probationary firefighter training – we group together those employees in their first two years to train specifically on core firefighting skills. This will help those in their probationary year to be successful in their final testing process, and will also enable all the young firefighters to learn and experience successes and failures together, without veteran employees critiquing. We have brought in retired captain Bill Wright to assist with this training and for an unbiased view of these employees needs.
- 🏠 Resilience training was offered to our newest employees (inside of two years) and their significant others, to expose them to the potential issues that may arise as they work in this environment. It was well attended and well received. This is one example of how we can be proactive toward long term mental and emotional health of our personnel.
- 🏠 Online Training:
  - We are transitioning from the iLearn platform to the Target Training Solutions platform, which is much more robust, and will provide for better records management and data mining for accreditation, as well as better tracking and documentation features for first-line supervisors.

## Accreditation

- 🏠 We are excited to add Linda Jones and our two newest captains to our accreditation team. We are currently compiling data for our Standard of Cover/Community Risk Assessment throughout July. Our core competency evaluation has been completed, and we now need to identify how many of our unmet core competencies are due to our lack of a SOC/CRA.

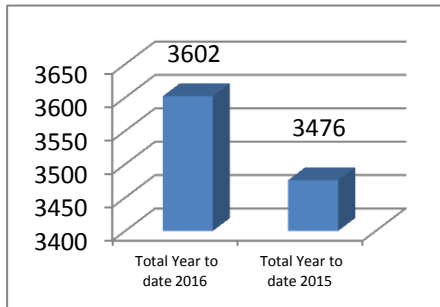
## EMS

- At the hospital, Tim Rogers, RN, has now officially taken over the position of pre-hospital coordinator (replacing our own Matt Irlmeier). We anticipate things will continue to move along as they have in the past.

## Prevention

- In the past month, all of our crews have completed a walkthrough of the College Downtown Center, which is still under construction, and it is a very impressive facility. Consensus is that it was very beneficial to see the changes and construction prior to completion.

## Response Data - 6 Months



- As of the end of June, the total calls received within city limits were 3,602, which is approximately a 4% increase from the first half of 2015. The automatic aid agreement with Fry is helping to ensure that as the call load increases, citizens are still receiving quick responses.

- During the first half of 2016, 1,367 calls or approximately 38% of calls within city limits required transport.

## Fuels Reduction on State Lands


The Arizona Department of Forestry has obtained permission from the Arizona State Land Department to conduct fuels reduction on the large swaths of state-owned land in the center of town. The purpose of this process is to reduce the potential a wildland fire could get out of hand, impacting nearby residences and businesses. Forestry has analyzed all of the options, and determined that the use of mechanical tools rather than controlled burns would have the most positive impact while ensuring what is left remains attractive. Forestry intends to start the program in early September, first starting on the property near Joyce Clark Middle School and the surrounding area. Several weeks after, they will move to the vacant land surrounding the city hall complex, and will also include the property adjacent to Veterans Park. This is a partnership with the Arizona Department of Forestry, and the City will be assisting with support as needed. The PIO will get information out to the community later in the month.

## Other Notes



- Portal Fire/Rescue experienced a tragic incident where a young boy fell while hiking, fatally striking his head. Portal's crew stayed with the boy until transport arrived. Understandably, the crew members were quite affected by the incident, and personnel were sent over to assist them when they requested critical incident stress debriefing.
- Public Works has installed our new self-contained breathing apparatus air compressor at our Avenida Cochise firehouse, and we are just awaiting final install of the fresh air inlet.
- Public Works is also working to solve problems with the emergency generators at two of the three firehouses. We have found that the generators don't always fire when power goes out, and/or they do not power everything we need in an outage, such as bay doors, or locking the entry doors (which leaves the station unsecured).
- Recruitment/testing: 36 firefighter candidates and 14 peak-hours EMS candidates were invited to interview (both August 3-5).

# Community Development

## Planning & Administration

-  Staff continues to conduct outreach activities inside the City's proactive annexation areas educating property owners on potential real estate tax savings and other benefits of incorporation. The initial focus is being placed on commercial properties in the Fry Townsite area and frontage parcels along State Route 92. The Fry Townsite target area encompasses 65 parcels constituting approximately 16 acres of land with a 2016 full cash appraised value of \$5,448,190. There are 41 distinct property owners. The SR 92 target area consists of 19 parcels comprising approximately 22 acres of land with a full cash value of \$7,568,731. There are 18 separate property owners along the corridor.

On August 11, 2016, the City Council passed an ordinance finalizing the annexation of eight parcels comprising 1.8 acres on the west side of 5th Avenue North, north of Fry Boulevard. Recent activities include Mayoral site visits to Big O Tire on June 28, 2016, and NAPA Auto Parts on August 9, 2016.

-  Staff has reviewed an abandonment petition for a platted alley and conditional use permit request for a place of worship on property located on Denman Avenue, between 4th Street and 5th Street, in the Fry Townsite subdivision. On July 14, 2016, the City Council voted unanimously to approve both applications, in accordance with the Planning and Zoning Commission's recommendation.
-  On August 16, 2016, the Planning and Zoning Commission will hold a work session to consider citizen input on the City's home-based business regulations and proposed amendments to the City's Code of Ordinances establishing use permissions and permitting procedures for modifications to existing improvements inside public rights-of-way and easements.

## Building & Inspection Services

As shown in the following chart, the City has averaged 84 permit applications per month for FY 15/16. In June, the Staff processed 102 permits resulting in 281 inspections and worked on the following projects:

### **Plans Under Review:**

- Target - Solar Panels - 4151 E. Hwy 90
- St. Vincent de Paul - New carport - 2200 Myer Drive
- New medical office - ADA bathroom remodel - 1939 Frontage Road Unit A

### **Current Projects Under Construction:**

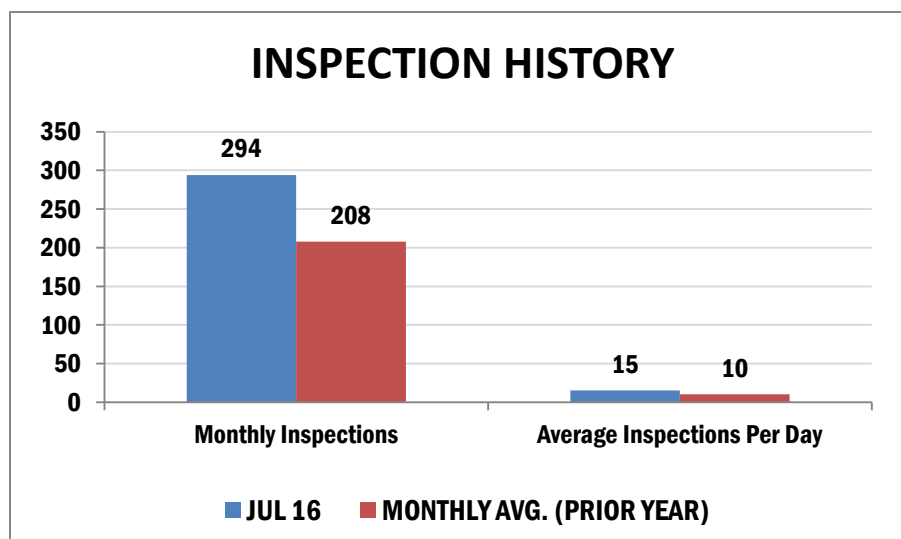
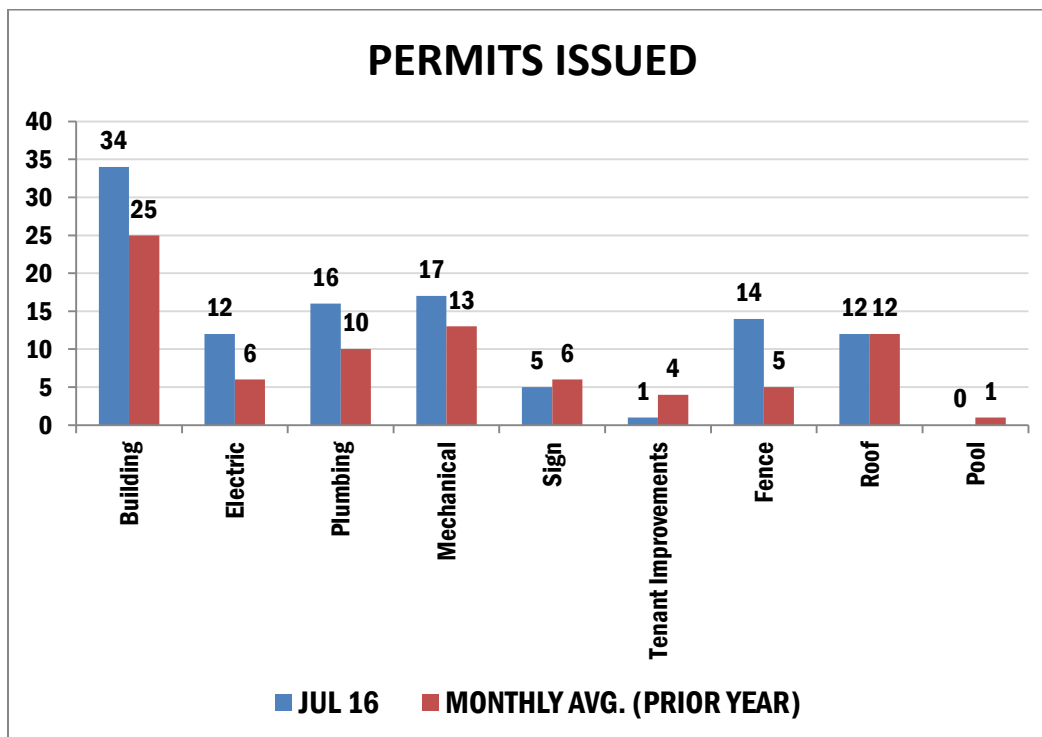
- Chiricahua Community Health Services – Tenant Improvement – 155 Calle Portal 600
- AT&T Cell Tower Modifications – 1045 S. Lenzner Ave
- Arizona Auto & Radiator Repairs – Tenant Improvement – 1255 E. Fry Blvd
- Arizona Auto Spa – New Construction – 3850 Martin Luther King Jr. Pkwy
- Factory Auto Part Store – Tenant Improvement – 1255 E. Fry Blvd
- Hatfield Funeral Home – Tenant Improvement – Office for Animal Crematory
- Immanuel Lutheran Church – Fellowship Hall Addition – 2145 S. Coronado Drive
- Jack Furrier Tire & Auto Care – Repairs from Car Accident – 3350 E. Fry Blvd
- Lawley Honda – Tenant Improvement – 3200 E. Fry Blvd.



- Little Caesars – Tenant Improvement – 55 S. Hwy 92 Suite C
- Mountain Vista Apartments – Patio Repairs – 4400 E. Busby Drive
- Southwest Gas – New Construction – 4411 Industry Drive
- The Salvation Army – New Construction – 180 E. Wilcox Dr.

**Projects completed:**

- The Horned Toad – Tenant Improvement – 526 W. Fry Blvd.
- Cochise Children’s Dental – New Construction – 1718 Paseo San Luis
- Dominos interior remodel - Tenant Improvement - 3670 E. Fry Blvd.
- Peacock Restaurant – Tenant Improvement – 386 W. Fry Blvd.
- Pizza Hut – Tenant Improvement – 3680 E. Fry Blvd.



CONSTRUCTION TYPE	NEW CONSTRUCTION	
	JULY 2016	JAN-JULY 16
SINGLE-FAMILY UNITS	6	38
SINGLE-FAMILY ADDITIONS	2	7
COMMERCIAL (SQ. FT.)	0	0
INDUSTRIAL (SQ. FT.)	0	0
INSTITUTIONAL (SQ. FT.)	0	0
OFFICE (SQ. FT.)	0	0

## Code Enforcement

Staff continues to implement the Registration and Maintenance Program for Vacant Properties. To date, 85 bank-owned properties have been registered with the City (13 new applications were received in July).

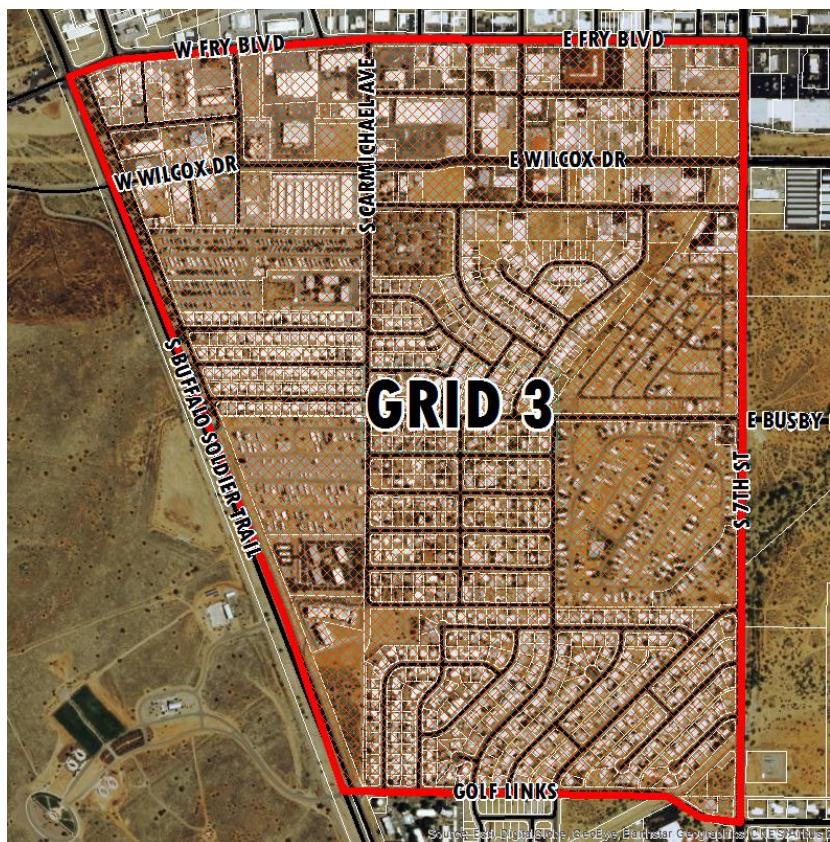
After exhausting all other remedies, the City conducts nuisance abatements using Department of Correction Workers, Public Works Staff, and outside contractors. Where laws allow, a lien is filed to recover all associated costs.



200 Peterson Street, a chronic nuisance property for years, being cleaned up following abatement petition ruling by court.

Code Enforcement Staff has divided the City into 12 grids for geographic reference and reporting purposes. Staff intends to conduct a proactive, parcel by parcel sweep of each of these grids over the next year. On May 23, 2016, Code Enforcement Officers initiated a sweep of Grid 3, which extends from Fry Boulevard to Golf Links (north to south) and 7th Street and Buffalo Soldier Trail (east to west).

To aid this effort, the Southwest Sierra Vista Neighborhood Association has invited Staff to attend a gathering of residents on June 11, 2016, to talk about minimum property maintenance requirements and the process the City follows in working with property owners and tenants to resolve code violations.



Staff views community education and participation as key to our success in the City's neighborhood revitalization efforts.

As indicated in the following chart, 41% of YTD cases are located within Grid 3. About two-thirds of the violations within Grid 3 have been resolved on a voluntary basis, with 109 remaining open. Staff will continue to work with property owners in resolving open cases in the upcoming month.

<b>CODE ENFORCEMENT ACTIVITY</b> <b>01/01/16 - 7/30/16</b>			
<b>STATUS</b>	<b>CITY WIDE</b>	<b>GRID 3</b>	<b>% OF TOTAL</b>
<b>OPEN CASES</b>	<b>204</b>	<b>109</b>	<b>53%</b>
<b>CLOSED CASES</b>	<b>496</b>	<b>181</b>	<b>36%</b>
<b>ABATEMENTS IN PROGRESS</b>	<b>15</b>	<b>3</b>	<b>20%</b>
<b>TOTAL</b>	<b>715</b>	<b>293</b>	<b>41%</b>



# Leisure and Library

## June Dashboard

<b>Library circulation</b>	31,218	<b>Total Monthly revenue</b>	\$129,878
<b>Library program attendance</b>	1,920	<b>Leisure class/program participation</b>	16,482
<b>Library patron count</b>	17,180	<b>Facility/field/room rentals</b>	16,148
<b>New library cards</b>	383	<b>Library meeting room use</b>	82 groups

## Back to School Fair



On Saturday, July 16, the 20<sup>th</sup> Annual Sierra Vista Back to School Fair was held at the Mall at Sierra Vista. What started out long ago as a small gathering has grown into a full-scale community event that draws thousands of students of all ages. What hasn't changed over time is the two-fold mission of providing a family friendly event for parents and children to enjoy together, and helping families get ready to go back to school no matter what age.

This Leisure & Library Services managed event is a long-standing partnership between the City and the regional council of the Committee for the Prevention of Child Abuse. In

recent years, the University of Arizona has joined the partnership to add emphasis on higher education opportunities available to adult learners as well. This year over 70 vendors participated including area pre-K through high schools, colleges and universities, health organizations and physicians, government agencies and services, public safety departments and local businesses that were all there to support families with school supplies and helpful information. That was just the "Back to School" portion, but there were also the "Fair" elements of the event to get children excited about learning and returning to school. Exciting and fun activities for kids included a petting zoo, jumping castles, balloons, an entertainment stage, hot dogs and soda plus kettle corn and Italian ice treats, all at no cost to participants. Working with local groups to cover the direct costs of the event allows the Back To School Fair to be accessible and successful for everyone!



## More Back to School Fun!

Staff was invited to the Fort Huachuca Back to School Fair on July 14. Both Library and Leisure staff attended to tell the Fort community about department services. A Bike Safety Rodeo was an excellent opportunity to showcase and promote the Library's bicycle lending program, and lending the event the youth bicycles definitely contributed to the positive feedback on the event as a whole.

By the numbers, this fair was significantly more successful than last year's fair as more people dropped by the table in the first hour than the entire day previously. Most families were interested in elementary and preschool activities, and questions on audiobook downloads for adults were also popular. Several mothers even mentioned the fun they were having participating in the online adult summer reading program.

## Great Partnerships

Faced with the possibility of a \$2 an hour increase for use of school facilities, Victoria and Laura Wilson met with school district staff to renegotiate the facility use agreement shared by our two organizations for many years. Instead of continuing to raise rates for each other, the group decided on a more positive approach over the next year to see where the partnership could be enhanced and where money could be saved through other means, such as working with the school district procurement office on its cooperative purchasing process, and sharing the use of some equipment. Throughout the discussion, both sides of the table realized more could be gained for the community through cooperation and a more positive, proactive approach.

### August Events

**August 1-5: Museum closure for inventory**

**August 2: Pizza & Movie, 7pm, Teen Center**

**August 3: Kids W.O.R.L.D. school year program begins**

**August 4: Digital Device Drop-in, 2:00pm, SVPL**

**August 5: Family Movie Night, 4:00pm, SVPL**

**August 6: Senior Expo, 10-2pm, EBC**

**August 8: Adult softball league begins**

**August 9: Tuesday Talks: China, 1:00pm, SVPL**

**August 9: Fall Mixed Softball league begins**

**August 10: Wild Horse Pass trip**

**August 10-31: Adult Memory School, Wednesdays, 2-4pm, OYCC**

**August 10: Daniel's Running Club, 5:30pm, Teen Center**

**August 11: Dine a Night: Landmark Café, 4:30pm**

**August 12: Squirt Guns Galore, 5-6:30pm, Teen Center**

**August 18: Caregiver Work Shop, 1-3pm, EBC**

**August 20: STEAM Saturdays, 11-12pm, SVPL**

**August 20: 16th Annual Hummingbird Triathlon, 6:00am, Cove**

**August 22: SV Community Chorus rehearsals begin, 9:30am, EBC**



# Public Works

## Parks and Park Facilities

**Cove Repairs.** A new handicap lift chair was recently installed at the Cove. The previous chair was not ADA compliant due to the distance between the deck and the water. The new chair helps to ensure that all customers have access to the deep end of the pool for either water workouts or recreation.

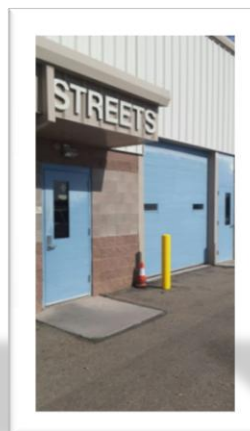


**Eddie Cyr Park.** Work on the turf areas of Eddie Cyr Park continues, with an anticipated reopening to the public this fall. The intensive maintenance has greatly improved the field condition in most areas. The spots in front of the soccer goals were in particularly bad shape and have been slow to recover, so staff recently installed new turf in those areas. A deep tine aerator was included in this year's budget, and this new piece of equipment should help to reduce compaction related problems on City fields.



## City Facilities

**Painting.** Several City buildings received a new coat of exterior paint as part of last fiscal year's facilities improvements. The work at the Pedro Castro Maintenance Center was recently completed, with the original and badly faded blue accent color being replaced with a light brown. The new paint not only improves the appearance of the buildings but also provides a protective layer to shield the underlying materials from damage. The pictures to the right show a before and after view of one of the overhead doors at Public Works.



## Engineering Projects

**Annual Street Maintenance.** The City's annual street maintenance project has been completed. The planning process the next annual street maintenance project will begin in the fall. Roadways are prioritized based on condition, and staff also attempts to group roadways within a geographic area in order to benefit from economies of scale. Since roadway condition can sometimes change rapidly, City streets are reevaluated on a regular basis to identify those most in need of repair.

**Campus/Colombo Traffic Signal.** Bids for a new traffic signal at the Campus and Colombo intersection will open in early August. The signal is needed due to recent growth in the area and a corresponding increase in both pedestrian and bicycle activity. Major components for the new signal have already been ordered by the City so that construction can begin soon after bids open and traffic disruptions can be minimized at the start of the new school year. The installation of the new traffic signal is expected to take about thirty days.

## Street Maintenance

**Monsoon Repairs.** The start of the monsoon season tends to bring a lot of challenges for the Streets Section, including weeds, potholes, heaved sidewalks, and equipment loss from lightning strikes. Fortunately, preventive maintenance techniques such as preemergent spraying seem to have been more effective this year.

When you see the Streets employees working in the community, you will notice that they have a different look. The Public Works Department changed uniform vendors at the start of the new fiscal year, and the new uniforms for the Streets Section are a bright yellow-green. The color is much more visible than the previous look and should help to keep Streets employees safer as they work along our community's roadways. The cost of the new uniforms is comparable to those offered by the former vendor.



## Fleet Services

**New Vehicles.** With the start of the new fiscal year, Fleet has been very busy ordering vehicles that were approved as part of the new budget. Some of the vehicles such as a fire trucks, refuse trucks, and transit buses are specialty items that will take 9-12 months to arrive, so ordering them as soon as possible is essential to make sure that they arrive prior to June 30<sup>th</sup> of 2017.

**Vehicle Repairs.** Although recent new vehicle purchases have helped to reduce the maintenance backlog, Fleet continues to be challenged by aging vehicles. Previous months of the Executive Report have reported a shortage of Refuse trucks to run the needed routes, and a similar situation recently developed at Transit. On one day in July, there were not enough buses to run the programmed routes, so the timing of a route had to be adjusted from 30-minute to 60-minute loops. Passengers also experienced longer than typical delays for handicap service. Fortunately, the buses were quickly prioritized for repair, and routes were mostly back to normal the following day.

## Airport



**Fire Season.** With the increase in monsoon moisture, fire season has been at a fairly low level for the last several weeks. The Forest Service typically demobilizes from the Sierra Vista Municipal Airport in September or October, based on the level of fire activity in the region.

**Taxiway G and J.** Bids opened on July 26<sup>th</sup> for pavement repairs to Taxiways G and J. The project will strengthen both taxiways to help ensure that heavy aircraft can be accommodated on the City side of the airfield without having to cross the main runway. The total project cost is about two million dollars and will largely be paid for using federal aviation grants.

**Security Camera Replacement.** The security camera replacement project at the airport has been completed. The previous camera system was obsolete and inoperable in some areas. The new cameras have a higher resolution for increased visibility, providing additional security for airport operations.

## **Wastewater**

**Plant Repairs.** Monsoon season also tends to be a challenging time at the Environmental Operations Park. Although the City's storm sewer and sanitary sewer systems are separate, heavy rainstorms do cause increases in flow at the treatment plant due to stormwater infiltration at manholes and other points in the system. These peaks also flush the area sewer lines and carry any obstructions down to the plant. The bar screen is the first part of the treatment process, and during heavy rain events, it is not uncommon for the bar screen to become clogged with debris. Such an event happened on July 23<sup>rd</sup>-24<sup>th</sup> and rendered the bar screen inoperable. Staff is currently working to remove the obstruction, but the problems demonstrate the importance of not disposing of grease, trash, or other debris in the sewer system.

## **Refuse**

**Multi-Family Residential Service.** July 1<sup>st</sup> marked the change in state law that allowed private refuse haulers to compete with the City in providing service to multi-family residential sites. The City received cancellations from about half of its multi-family residential customers with a total loss in annual revenue of over \$370,000. Some of the rates being offered by the private haulers are likely unsustainable, but the loss in revenue is nonetheless significant in the short term. In response to the reduction in customers, Refuse has reduced one route on Tuesday, Wednesday, and Thursday. The manpower savings from the reduced routes will be utilized to complete work orders and supplement the roll-off delivery process.

## **Transit**

**Staffing.** Several part-time positions are currently being advertised due to staffing turnover at Vista Transit. Unfortunately, the part-time positions have proven difficult to fill, resulting in a shortage of drivers to cover routes on some days. Existing staff with commercial driver's licenses and a passenger endorsement are being used to fill in shifts in the short term. However, in the worst case scenario, staffing shortages could lead to decreased levels of service until the positions can be permanently filled.

# Economic Development

## Retention and Entrepreneurism

### New Openings Peacock



This project began in September 2015 when staff was first alerted that the Peacock was closing. Almost one year later, the Peacock will reopen in August in their new location at 286 Fry Blvd. The site previously housed the Asian Buffet and before that the Beef Baron. The new restaurant has been considerably upgraded. Hiep Wingate, the owner, has painted, tiled, and refurbished the kitchen. Staff greatly assisted with this

project, helping with site location and supporting lease negotiations, along with providing construction and permitting assistance.

### Horned Toad

The Horned Toad, located in the old Sorry Gulch building, has reopened. Owner Russ Ward remodeled the inside to provide an upgraded atmosphere along with patio seating. City staff assisted with permitting.

With both the Horned Toad and Peacock openings, along with existing food and drink options including Hopping Grapes, Confident Brewer, and Landmark Cafe, the West End is starting to see a cluster emerge with a variety of eclectic dining and drinking experiences.



### Leman Academy of Excellence

With the upcoming school year, the new Leman Academy of Excellence will begin providing classes to students K-6. The school offers a classical education platform. Located at 1000 E. Wilcox Drive, the ED team assisted with the final certificate of occupancy.

### Mayor's Visitation Program (MVP)

On June 28th, Mayor Mueller and the ED Division visited two area businesses, Marriott International and Big O Tire.

**Marriott** operates two hotels in Sierra Vista: TownePlace Suites and Fairfield Inn & Suites. Both hotels have offered services to support the City and partner organizations including conference rooms, discounts on packages, and support for local charities and fundraisers. Fourteen staff members attended the meeting and had great feedback in regards to guests' thoughts about the City. The staff also offered their input on events that might be impactful along with talking about the need for increased, competent taxi services.







**Big O Tire's** on site manager, Ivan Bonillo, operates the store on Cochise County property. Even though the property sits in the county, the management and staff recognizes the value of belonging to the City.

Bonillo mentioned that parking and car storage is currently a problem. Currently, Big O Tire uses the lot to the north for overflow and parking. However, they would like to have a solution that doesn't rely on the adjacent owners. Bonillo also mentioned that an entrance and right turn exit on Avenida

Cochise would make it easier for people traveling north on HWY 92 to enter the store parking lot. Currently, customers have to drive about a quarter mile north, make a u-turn, and then drive south to enter the property. Community Development is working with Big O on options to find a solution, along with possible annexation into the City.

**American Southwest Credit Union (ASCU)** visited with the Mayor and staff later in the month. ASCU works with community partners to sponsor or host more than 21 events annually.

During the round table discussion, Brad Richardson, VP of Mortgage Lending, mentioned that business owners often use equity in their home to finance business startups or improvements. He often refers business owners to the Small Business Development Center for further help with their business plans.



Furthermore, from time to time, the borrower comes back to the mortgage department requesting additional monies because they have underestimated business costs. Richardson inquired how to help ASCU members get a firm grasp on expected and unexpected expenditures when starting a business. To assist, the City will provide the new Business Guide as a resource for entrepreneurs along with offering one-on-one help from the City's Ombudsman.

## Business of the Month Recognition

Councilmember Craig Mount awarded Bati'Mamselle Boutique for July 2016 business of the month. Councilmember Mount wrote Ms. Natecia Daniel, owner of Bati'Mamselle Boutique, represents the small business spirit, entrepreneurship, and innovation that exists in Sierra Vista.



Bati'Mamselle Boutique also represents that the residents Sierra Vista support local small businesses and want unique, trendy, modern, and hip fashions that the store offers to the community.

The business, much like the owner, stands as an example and a model for small business success - they are bold, colorful, exciting, and edgy; in other words, they are exactly what Sierra Vista needs within its emerging small business community and in a tough economy.





## Highlighted Partnership

### ► Realtor Association

Increased home ownership can lead to economic success. Earlier this year, Economist Dr. Robert Carreira reported the number of homes sold in Cochise County in the first quarter of 2016 was on the rise. 371 homes were sold countywide in the first quarter (up from 366 in the fourth quarter and 351 in the first quarter of 2015).

#### Upcoming events

**Free Home Ownership Workshop – August 6** Neighborhood Assistance Corporation of America (NACA) at the Sierra Vista Police Department from 10:00 am to 2:00 pm.

**Spotlight Breakfast – August 9** Extraordinary Progress. Uncommon Vision. Learn how the City has leveraged our brand for economic development, and hear about success stories and accomplishments. Windemere 6:45am.

**Arizona @ Work “Hire A Vet” Job Fair - August 19**  
9:00 am – 2:00 pm Open to all Vets and their spouses at the Rothery Educational Services Center 3305 E. Fry Blvd.

**Good Morning Sierra Vista (GMSV)**  
The next GMSV will be Thursday, September 1, 2016 at 7:00 – 8:30 a.m.

On July 22, Marcus Johnson presented tools and resources the Realtor community could use for marketing and sales. The primary tools discussed were the ED website and the links realtors could use to update newsletters, stay informed on economic development, and view available properties. Johnson encouraged the attendees to share the posted community videos to help promote Sierra Vista. Also discussed was the importance to leverage the Down Payment Assistance programs available, and the real estate community was encouraged to attend NACA’s August 6th workshop to gain insight to another programs to help low to moderate income households purchase a home.

June 21<sup>st</sup> – Sierra Vista Business Walk. Economic Development and the Sierra Vista Area Chamber of Commerce (SVACC) conducted a business walk and contacted businesses east of HWY 90 Bypass, along Industry Drive and the Cochise Plaza Shopping Center. Since January of this year, 165 businesses have been contacted. Approximately 160 more businesses have been identified within the City. The ED and SVACC teams anticipate at least three more

business walks this year to complete the survey. So far, the top needs businesses identified are:

- #1 Marketing assistance – 66
- #2 Access to low/zero interest loans – 60
- #3 Grants – 57
- #4 Infrastructure assistance – 56
- #5 Business training – 54
- #6 Labor force training – 41

More than 40 firms indicated interest in hiring staff. The ED team has referred these firms to Arizona @ Work to assist with matching job seekers with our local companies. SVACC and ED members continue to work with businesses that express concerns.

## Other Initiatives

### Events Working Group

The ED staff has created a new working group focusing on increasing events within the City. The working group met twice and has decided to divide into two working groups. The first group will concentrate on attracting event promoters to the Sierra Vista. They have met and are developing a marketing package that will be used to share with professional promoters. The second group will focus on expanding existing events. With an eye toward increasing overnight stays, the second group will help to identify and implement “tag-along” events that supplement those already in place. Additional members to both groups are invited to participate.

# Marketing and Public Affairs

## Recognition for Jobs Well Done

**Tourism.** The Sierra Vista Adventure Guide, our primary tourism fulfillment piece, was recognized at the Governor's Conference on Tourism as the top print content and collateral project in the state. The guide, completed by our in-house team, was recognized not only for the outstanding content and design, but also for the regional approach to promoting Arizona Tourism.

**Public Affairs.** In May, the department submitted a total of five projects to the City-County Communications & Marketing Association (3CMA), a national organization dedicated to professional development of municipal communications and marketing. To date, two projects have been selected as finalists, including the economic development video created with NCI and the Selfie Sunglasses social media promotion campaign. Finalists have not been selected in the remaining two categories. In years past, the department has won 3CMA awards for the *Vista 2030* communications plan, *Vista 411* newsletter, and the 1 & 1 Refuse and Recycling campaign.



## Public Affairs

**Communications Projects.** Major projects include developing a new municipal website. The site, which will go live on August 8, incorporates the Sierra Vista brand in a clean design with streamlined navigation. With a design based on the Economic Development Division's SierraVistaAZBusiness.com, the City's websites will seamlessly integrate with the web family, both through links and visually. The backend of the new site allows for flexible layout and quick content updates—and that means the City can engage in nimble communications to meet expectations of today's citizenry. The responsive design can be viewed on any device without loss of integrity or the need for a separate mobile app.

Other significant projects underway or completed include:

- 📁 Planning and organization of the annual Spotlight Breakfast event
- 📁 Planning and organization for the Chamber's Leadership Program (Government Day)
- 📁 Completed and distributed the August/September issue of *Vistas* newsletter
- 📁 Video tutorial for using OverDrive, an eBook lending program offered through the Sierra Vista Public Library
- 📁 Progress on the Disadvantaged Business Enterprise Program videos, which are being produced in English and Spanish in cooperation with Dominic Luna, who is interning with the City Manager's Office
- 📁 Multiple print and web ads, as well as social media posts and paid ads, for several departments
- 📁 Public safety recruitment brochures and flyers
- 📁 Participated in the Friday Report to share information with the local listeners about how the City is promoting Sierra Vista as a tourism destination



**Regional Network.** In cooperation with the Tucson Chapter of the Public Relations Society of America (PRSA), Marketing & Public Affairs Manager Judy Hector leveraged her position as a board member to host a crisis communications workshop, scheduled for August 22. The workshop will feature Dr. Joe Trahan, one of the nation’s leading authorities on crisis communications. To date, the workshop has sparked the interest of public information officers and crisis management personnel across the county.

## **Tourism**

**State Involvement.** In addition to the recognition for our Adventure Guide at the Governor’s Conference on Tourism, Judy Hector participated as a panelist during a break-out session, discussing the City’s efforts and strategy in working with journalists to gain media in tourism publications and electronic media (blogs, social media, etc.). Other panelists included representatives from Flagstaff and Kingman.

Ms. Hector was selected by the Governor’s Office to participate in the Tourism Advisory Council, comprised of 15 members appointed by the Governor to assist and advise the Arizona Office of Tourism in budgeting and in developing programs and policies to promote and develop tourism for the state.

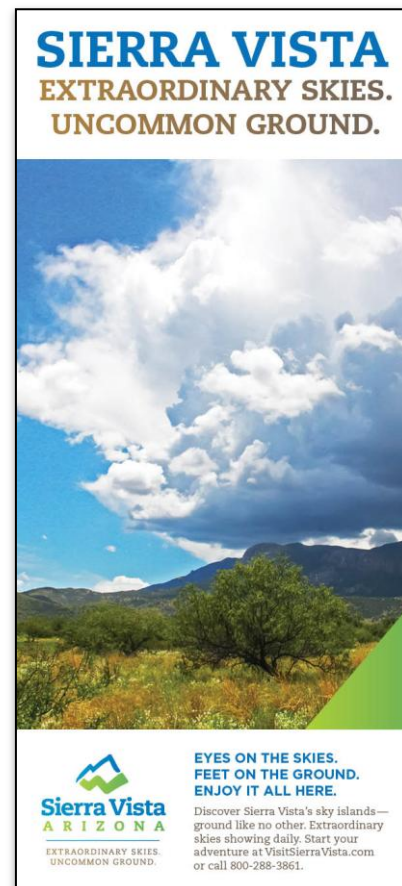
**Regional Efforts.** Ms. Hector was appointed Chair for the Cochise County Tourism Council (CCTC), a regional cooperative effort between the cities of Benson, Bisbee, Douglas, Sierra Vista, Tombstone, Willcox, and Cochise County. The CCTC is realigning its strategy to better engage today’s travelers through the use of strategic advertising and public relations.

**Local Efforts.** A visitor survey, which was launched approximately a year ago, has been floundering due to lack of participation by hotels, the primary avenue for distribution. After a request at the July SEAHA meeting, the number of completed surveys collected has increased significantly. We are hopeful that the trend will continue so that we can collect meaningful data. A report will be generated when the volume of returned surveys can provide reliable data.


**Visitor Center.** Literature was provided in bulk quantities to Fort Huachuca, Kartchner Caverns, visitor centers, and tourism destinations across the state, as well as through local literature racks, new resident packets, the Visitor Center, and direct mail. In addition to managing inventory and fulfilling information requests, the visitor center assisted the following guests in **June**:


Local .....	233
Arizona (not local) .....	85
Out of state .....	145
Foreign .....	35
Telephone calls .....	190


*The front panel of the newly designed rack card, which will be distributed across the state. The back panel features a map and compelling copy.*



## Administration

 **Teen Center Camera System** - In an effort to provide some measure of security at the Teen Center while using minimal funding, IT developed an in house camera system. Three cameras were deployed throughout the building to take pictures every ten seconds. The video files are compiled and then transferred back to the datacenter for storage and archival. IT staff wrote software code to automate all file compilation/transfer and storage, as well as deletion of old data. Additionally, IT also provided a browser front end for Leisure Services or City staff to log in and view files when needed.

 **Network Redundant/Failover Link for PW** – IT staff completed the setup and implementation of a failover link for our Public Works, Parks, and Wastewater facilities. This link was needed to ensure network availability for those departments during our monsoon season. These departments are normally connected back to City Hall via a wireless radio system and during monsoons, the unusual and unpredicted rain patterns have caused outages in the past. These outages cause loss of services and productivity until IT can restore service. As of today, IT has detected loss of wireless services seven times during this seasons rainstorms, and each time the automatic failover has kicked in to maintain the network connection and integrity. This has proven to be well worth the investment.

 The June tax information is not available from the Department of Revenue, so Finance has no tax report to submit for the July 2016 Council Executive Report.